OP INSPECTION ISSUES

date
1976

ISOLATED PROBLEMS

- Background

-- A number of complaints were encountered in the customer survey that are regarded as isolated problems by the Inspection Team. It is not intended to include specific mention of these in the OP Inspection Report or to take further action beyond passing them informally to the OP for their consideration and, if appropriate, corrective action.

- Customer Perceptions

-- There is a frequently held opinion that some OP approvals are now required on minor matters where decisions are actually made in the components. This generally causes extra paperwork and expends time unnecessarily. Examples given by various components included employee placement actions, personnel actions, and actions involving shortened overseas tours. OP investigation into these, and perhaps other cases, could lead to changes reducing somewhat the bureaucratic aspects of OP activities.

-- Some component managers indicated a desire to receive more information than they now have available on new developments in managerial techniques. It was noted that Agency sources of such information are now limited to OTR and occasionally OMS and that there appeared to be little OP contribution to these issuances or to OTR management courses. OP could investigate the feasibility and desirability of assembling and providing such information to component

managers

-- The recruiting and applicant processing system is a
subject covered separately in this IG survey. A number of isolated
problems associated with this system were raised during the customer
survey that will not be covered specifically in the broader investi-
gation, however.

--- A number of component managers in the DDO believe that
recruits for the CT program tend to be overqualified academically
and underqualified in the personality characteristics typical
of a good salesman. They recognize that this is the way in
which DDO has specified requirements and is a product as well
of a very large flow of applications in comparison with the
number of positions available. It may be advisable for OP to
take the initiative in reviewing these requirements with
responsible DDO officials, however. As an Aside, the practice
of acquiring very large numbers of applicant files in order to
select 30 or so CT candidates per year appears inefficient.

--- Requirements for the arrival of PATB test results to
cooincide with the receipt of applications in Headquarters is,
in the view of several recruiters and some component heads,
a significant contributor to delay in the recruiting/processing
sequence and probably costs the Agency some good applicants.
It may be worthwhile for the OP to review these requirements
with operating components to see if the test can be dispensed
with or its timing delayed so that it does not hold up the
whole process.

--- Some adverse comments were received concerning handling of applicants by the Rosslyn office. In one case a supervisor cited instances where applicants left the office with the impression that their applications were to be put in process, when in fact there was no such intention. Another component indicated that Rosslyn was guilty of objectionable handling and even turning away part-time clerical applicants who had been located by the component and encouraged to apply, and who had written evidence to that effect. Some checking by OP of the supervision and the performance of the Rosslyn office would appear to be desirable.

--- Several supervisors questioned whether the Agency was modifying its policies on applicant rejections based on marijuana use or cohabitation at a rate consistent with the changing social views of these problems. It is recognized that OP is only one participant in decisions on such matters, but the Office should be aware of this view.

--- One supervisor believes that insufficient pay drives many Coop applicants away. Another supervisor suggests that OP may be understaffed in the Coop recruitment area. This supervisor also feels that the OP Coop program has been slipping of late, with a number of pedestrian but important problems faced by the Coops being unheard. It should be noted in connection with these suggestions that the Coop program is widely regarded as a great success.

--- The summer intern program is also regarded as a great success. One supervisor suggests that the administration of this program is too complicated. He notes that processing now requires longer than the 5-6 weeks that used to be sufficient.

--- One supervisor feels that the OP should develop a better and standardized system for processing incoming occupants of special accommodation slots in the Agency. These are slots belonging to NSA, and in the future DIA, whose incumbents work full time as integrated personnel in an Agency component. Apparently OP lacks an established procedure for in-processing and managing incumbents of these positions.

--- It was noted that filing practices vary widely at the several field recruiting offices. It is not clear that uniform files are needed, since the files are temporary and for local use only. Some uniform minimum standards and procedures might be desirable, however.

--- Handling of Personal Service Contracts was generally praised. The General Counsel believes closer liaison with his office is needed for non-standard contracts to insure their legality. The Office of Finance would like more standardization among the contracts to simplify OF problems and suggested that paperwork could be avoided by including provisions for step increases and the like in the contract. Incidentally, most supervisors were asked their views on moving the hard personnel files on contract employees to the Office of Personnel and esentially no objection to this proposal was encountered.

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-- General praise was accorded the Central Processing function. A number of minor comments were encountered, however.

--- Four supervisors felt that Central Processing was slow and cumbersome in handling necessarily short lead-times for some foreign travel requests. This comment was not reflected by other supervisors, however, and two of the four who made the comments do not use Central Processing for such travel.

--- Several supervisors suggested that the mesh between Central Processing and [   ] is inadequate.   STAT
One suggested assigning a CCS man to Central Processing; another suggested assigning an OP man to CCS.

--- Several supervisors mentioned occasional problems with obtaining visas through Central Processing. It is suspected that the responsibilities for obtaining the visas are not clearly defined or, perhaps, made clear to the traveler. In this connection, one supervisor suggested that Central Processing provide special counselling for travelers making their first trip overseas to be sure that they understand which of the trip preparation functions they are responsible for.

--- One supervisor suggested that Central Processing maintain information on recommended hotel accommodations in foreign countries.

-- The Insurance Programs were widely praised and the few criticisms were relatively low key:

--- Many components indicated that the claim processing time was lengthy on occasion, but none appear to feel that it was a very serious problem.

--- Some components felt that more information and instructions to the field, particularly the Handbook now in preparation, are needed. It was also suggested that support people going overseas be better instructed in insurance procedures.

--- There were several suggestions that the claims representative in the Insurance Office be present for longer periods than is now the case. It was noted that several of the suggestors did not understand that they do not have to see this representative in order to file a claim. Better communication with customers and perhaps instructions posted on the wall of the Insurance Office would clearly help.

--- One supervisor suggested that he would find a machine run of component personnel who are not covered by insurance very useful during insurance open seasons.

-- The Credit Union was very well regarded. Almost the only suggestion was that expansion of the hours of operation at the

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-- One supervisor suggested that the Agency needs a standard policy governing the use of Federal space, people, and money for service functions such as the Credit Union, Insurance, EAA, PSAS, and the like. Each now has a separate policy and he feels that a more general set of ground rules would be more defensible if this support is attacked, as it was in the case of the VIP program.

-- The Agency Awards Program was widely praised. Several supervisors felt, however, that it had tended to become routine and

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that the requirement for paperwork associated with awards consideration is excessive.

-- The Special Activities Staff was widely praised for its performance in handling forced separation actions. One supervisor criticized the openness in handling such actions and felt that SAS interest in a person should be more closely held. Another supervisor, however, felt it useful that Agency activity in separating inefficient employees receives such occasional low key advertisement. Still another supervisor indicated that the Special Activities Staff got somewhat out of step with OP/OGC planning about the Schlesinger RIF. It appears likely that that complaint deals with water long over the dam, however.

-- Some supervisors criticized the practice of disseminating only adverse exit interviews. They suggest either that all or none of the exit interviews be distributed.

-- The Chief of Division D/DDO is concerned that regulations governing extensive TDY tours need review and revision. More details can, undoubtedly, be obtained from him.

-- One supervisor, in talking about outdated OP machine runs, pointed out that he was periodically queried on the basis of data two to three months old about personnel overages which had turned into shortages before he ever got the question. This is primarily a product of out-of-date records, but some steps to insure a check of current information before such queries are made would probably help OP customer relations.

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-- One customer suggested that OP and the Office of Security get together and devise a single form for FECA reports covering on-duty accidents. Apparently each office needs the same information and now requires it on two quite different forms.

-- One supervisor is concerned about the inclusion of a considerable amount of EYES ONLY material in hard personnel files and suggests that this practice be examined.

-- The Deputy Director of the Office of Finance believes that OP is not keeping sufficiently up to date on changes in Civil Service regulations. OP is supposed to report such changes to the Office of Finance and some have a considerable affect on the OF work load in FSLA or pay or leave computations.

-- There was some praise and some complaints regarding the quality of personnel careerists serving in components. The most common complaint was that the careerists were more interested in paperwork and mechanics than in people and policy and were rarely of use in advising component personnel and managers on personnel matters broader than mechanical details.

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ATTACHMENT

INSPECTION ISSUE ASSIGNMENTS

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SHORT TITLE	PRIMARY INSPECTOR	SECONDARY INSPECTOR
Op Role		
PMCD		
Management Info		
Pers Records/ADP		
Internal Placement		
Clerical Career Mgt		
Recruiting/Proc.		
Outplacement		
Legality		

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- <u>Questions to be Answered</u>

-- What are the desired end-results of position management

and compensation activities (e.g., Grade-creep control or reversal?

Insuring uniform pay for uniform work?) and by what alternative

means might these be achieved?

-- To what extent can the Agency exercise options with

regard to whether, to what extent, and by whom position control

functions are performed. In other words, what is required by

law, by Civil Service practice, or by Agency policy?

-- What efforts have been made to develop job grade standards

based on Agency experience and practice rather than on practices

followed by other agencies?

-- What efforts are being made to develop grade standards on

the basis of practices outside the Agency for new types of jobs

with which the Agency has had little or no experience? Are there

means by which a component can ask for and receive well researched

guidance on such problems?

-- Why do position surveys required by reorganizations require

very long times to accomplish?

-- What efforts are made to acquaint PMCD inspectors with the

real job content of non-standard professional jobs in the Agency?

-- What would be required to keep position authorizations and

position control registers up-to-date?

-- What is the profile of personnel now assigned to PMCD

with regard to experience elsewhere in the Agency, length of

time working position classification jobs, and education and con-

tinuing training in position control functions?

-- What are indicated in the job descriptions, letters of

instruction, and fitness reports for PMCD personnel as the

principal factors affecting success or failure?

- <u>Questions to be Answered</u>

-- Can the APP be modified to become more acceptable and useful?

--- What are the intended end-uses of the report? (Are there binding legal or at least cosmetic requirements for it?)

--- What other uses might it have?

--- What, if any, information now contained is of minor importance to the principal end-uses?

--- Can a modified APP report be made useful, with education and salesmanship, to component or at least Directorate managers?

--- How can the problems of late and changing preparation instructions be solved?

--- Can ADP be used by OP on information now held by OP to relieve components of some preparation tasks?

--- Has the DCI been told about the manpower and attitudinal costs involved in its preparation and that components and Directorates find it useless in its present form?

-- Should the PDP be modified in form, content and/or _____ application to broaden its use?

--- Does the record of accomplishment versus objectives to date indicate that plans were valid and achievable?

--- Has there been a change in participation in appropriate OTR courses attributable to the PDP?

--- Is the PDP used, or could it be used, to refine OP, OTR and budget planning?

--- Do feedback channels exist to collate and act on component and career service suggestions about the report?

--- Does the report contribute usefully to OP data banks on personnel matters? If so, how are the data used in personnel policy planning?

--- What other compilations of Agency-wide personnel data are now produced by OP?

--- Is the information complete and current?

--- Is the existence and potential use of these compilations advertised to component managers?

--- Are analyses made of such compilations to identify significant differences, including inadvertant inequities, in handling personnel by the different Directorates?

--- Are additional useful compilations planned?

— Questions to be Answered —

    -- How does the OP check on the adequacy of its hard files on personnel and what quality of filing accuracy and timeliness do these checks reflect? (Is a random spot check by the Inspection team needed?)

    -- What is needed to make biographic profiles useful?

    --- Are all significant available information sources being exploited (e.g. OTR, Honor & Merits, etc.)?

    --- Will forthcoming ADP capabilities eliminate the need for manual maintenance?

    -- What, if anything, is being done by the OP to improve Fitness Reports?

    -- Should the "skills bank" be improved by greater effort, altered in scope and purpose to permit adequate maintenance, or abandoned?

--- For what customers and what end uses is the
information compilation intended? (How are customer
perceptions of their needs determined?)

--- Are all significant available information sources
being exploited?

--- What level of effort (cost) is now involved in
maintenance and how much will forthcoming ADP capabilities
help reduce costs and improve the product?

-- Are problems with the PCR timeliness wholly attribu-
table to the time now required for PMCD review of organizational
changes?   --

-- Why are both monthly and quarterly reports prepared?

--- Could a monthly report better suited for component
use be produced? ·

-- Exactly what capabilities are expected from the MAPS
system, and when will these be available?

--- Which capabilities are intended for direct
component and career service use?

--- What is being done or planned to advertise
these capabilities, educate components in their potential,
and demonstrate their effectiveness?

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---   What new capabilities will OP have to provide

needed management information to senior managers and to

formulate and support personnel policy recommendations?

- <u>Questions to be Answered</u>

-- How and at what stage does OP become aware of needed move-

ments?

--- Do many cases pass beyond solution before OP learns of

them?

--- Are any OP initiatives planned to improve information

flow to OP from components, career services, and individuals?

-- How does OP determine where in the Agency particular talents

can be usefully employed?

-- How are competent people needing movement brought into the zone of consideration for job vacancies on at least an equal competitive basis with new applicants?

--- How does the vacancy notice system work? Is more uniformity desirable? Can feedback be provided to rejected applicants?

-- What, precisely, is done by OP when an individual or management indicates that movement is desirable? (Of what does "file shopping" consist?)

-- What means exist or could be developed for temporary relief of slot ceilings that might prevent movement on a trial basis, movement for experience acquisition with a planned return to the parent component, or movement to fill anticipated but currently unrealized vacancies?

-- Is responsibility and authority for internal placement appropriately assigned and delegated with OP? (Do the people working on "placement" do other than ratify and record decisions of others?)

-- Are greater, lesser, or simply different provisions made for internal movement of clerical personnel than for movements of professionals?

- Questions to be Answered

-- In what ways do OP activities affecting clerical people differ from their activities with respect to professionals and why are such differences maintained?

-- Is there any centralized data bank that identifies secretarial vacancies by grade and secretaries who should be considered for movement into higher grade vacancies?

-- How does the vacancy notices system work for clerical personnel and what are OP's activities in this system?

-- How do grades available for clerical jobs, such as Records Management, compare with grades available for secretaries?

-- Have studies been made to see if Agency secretarial positions differ in job content, responsibility involved, and knowledge required from secretarial positions outside the Agency?

-- What basis, other than the grade of the supervisor, is used in other organizations to determine secretarial grade?

-- Is central assignment, promotion and career management of some or all Agency clerical personnel desirable and feasible?

- <u>Questions to be Answered</u>

-- What capabilities does the OP have to meet one of a kind and other specialized recruitment needs? (What might be done to improve these capabilities?)

--- Is component participation in recruitment activities the best way to meet these needs?

--- Is recruiter participation in these efforts necessary and desirable?

-- Is the clerical shortage a recruitment or an assignment problem?

-- Is it feasible and reasonable to allow components to interview clerical applicants before assignment?

-- To what extent, if any, could improved recruitment and screening reduce the high turnover rate among new clerical employees?

-- To what extent are clerical shortages attributable to the seasonal availability of clerical applicants?

--- Are practical means available to smooth the flow?

-- Are means available to increase and improve the quality of the flow of Black and Hispanic applicants?

-- To what extent are recruiters in the field contributing to a favorable public image of the Agency?

-- How, if necessary, can applicant processing systems be made more flexible and rapid?

-- Is the present balance between TDY and PCS recruiters best suited to Agency needs?

-- Are improvements in requirements, communications with recruiters and/or education of recruiters needed to improve the recruitment process?

-- Are the dollar costs per EOD of the recruitment process reasonably comparable to expenditures by similar government or private organizations for these purposes?

-- Is extension of the probationary period for Staff employees to periods of two or three years feasible and desirable?

--- If not, is initial employment on a contract basis acceptable for those components desiring a longer probationary period?

--- Should such initial contract employment be more widely practiced in the Agency?

- Questions to be Answered

    -- Do comparable government agencies do more, less, or about

the same as CIA in helping departing employees find new employment?

-- Exactly what services related to helping department employees find other employment are now provided by OP?

--- Employment counselling at Headquarters and overseas?

--- Provision of vocational training opportunities?

--- Direct assistance in arranging possible employment contacts for employees?

--- Making use of CIA component (e.g. DCD, Recruitment Div.; OSI, ORD, others) contacts with industry, universities and government to identify employment opportunities?

--- Provision of advice to individuals (and if necessary, pressure on components), to help generate useful unclassified descriptions of pertinent classified activities performed in the Agency by the employee?

--- Efforts by OP to establish and maintain contacts with professional head hunters to keep current with their needs and to acquaint them with our outflow of very competent people?

--- Other efforts?

-- What is the Agency record, if one has been kept, on out-placement achievements?

-- How are the out-placement services now available advertised
to interested Agency personnel in Headquarters and overseas?
(Do OP organization titles or other indicators suggest the
existence of more service than is provided?)

-- Are special out-placement efforts made to make involuntary
separations more palatable?

-- What are the costs in manpower, money and risk of public
misunderstanding of the several ways in which out-placement
services might be enhanced?

- Questions to be Answered

  -- Do files maintained on American citizens involve risks of being, or appearing to be, illegal or inconsistent with CIA's Charter?

  --- For what purposes are each type of file maintained?

  --- What kinds of information do they contain?

  --- How long are they retained and what is their ultimate disposition?

  --- Is the information contained shared with other government agencies?

  --- What laws or Executive Regulations exist to justify the maintenance of such files?

  --- Are any uses made of applicant files (e.g. by CI, FR, etc.) other than normally expected use of such data? Are such uses justified by results and legal?

  --- Is the OP contemplating changes in its policy regarding file maintenance or disposition when the prohibition of file distruction is lifted?

-- How, in detail, are contracts for covert support of operations negotiated and administered?

-- To what extent, if any, are special CIA relationships with private firms, such as proprietary or contract relationships, used to advantage in accomplishing unrelated objectives such as former employee placement or recruiting? Are any such CIA activities significantly different from practices of other government organizations?

-- Does the OP maintain relationships with local police, other local government organizations or private concerns to aid in cases of employee personal emergencies? If so, what is the character of these relationships?

-- How does OP monitor travel and household good shipment practices to insure that undue favoritism in selection of vendors does not occur?

-- In what ways, if any, do OP practices in such activities as EAA, the Credit Union, and the like differ from standard procedures used widely in the government? Have the legal implications of these differences been examined?